



ReInHerit

Redefining the Future of Cultural Heritage, through a disruptive model of sustainability

www.reinherit.eu



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 101004545

Project Number	101004545
Project Acronym	ReInHerit
Project Title	Redefining the future of cultural heritage, through a disruptive model of sustainability
Starting Date	01/03/2021
Duration in Months	36
Funding Scheme	Coordination and Support Action
Call (part) Identifier	H2020-SC6-TRANSFORMATIONS-2020
Topic	TRANSFORMATIONS-19-2020 <i>Culture beyond borders – Facilitating innovation and research cooperation between European museums and heritage sites</i>
Website	www.reinherit.eu

Work Package	WP7 Dissemination, Exploitation and Communication
Task	—
Deliverable	D7.14 Policy Recommendation Round Table Report
Dissemination Level	Public
Type of Deliverable	Report
Leader	Bank of Cyprus Cultural Foundation (BoCCF)
Due Date	December 2023 (extension received until February 2024)
Submission Date	
Keywords	Policy-making, policy recommendations, sustainable practice

Version History

Version	Date	Author	Notes
V1.0	February 2024	Katerina Patsalidou, Antonia Zervaki, Katerina Dimitriadi, George Kypridemos	First version submitted for peer-review

Acronyms and abbreviations

European Commission	EC
Research Executive Agency	REA
Grant Agreement	GA
Consortium Agreement	CA
Description of Action	DoA
Project Coordinator	PC
Steering Committee	SC
Project Management Team	PMT
Work Package	WP

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Executive summary

This report provides useful guidelines on the future of a sustainable Cultural Heritage (CH) management model, drawing policy recommendations from the ReInHerit Policy Recommendation Round Table, which was organized and hosted online on January 12, 2024, by the Bank of Cyprus Cultural Foundation (BoCCF). These guidelines are tailored to the diverse needs and perspectives of policymakers, practitioners and experts; they can inform legislation and governmental/institutional initiatives.

As per the Grant Agreement for Deliverable D7.14, we focus primarily on this event. However, the report also refers to notes made by Professor Antonia Zervaki during the Athens Conference “Cultural heritage, innovation and sustainable development: the contribution of ReInHerit”, organized by the Hellenic Committee of Blue Shield. The main objectives of both initiatives were to bring together esteemed experts and essential stakeholders within the cultural heritage sector to foster dialogue and exchange policy recommendations for future implementation; therefore cross-referencing the two allows for clearer and more robust dissemination of a sustainable management framework for Cultural Heritage (CH), which, as will be suggested, involves a holistic strategy for safeguarding, conserving, and advocating for cultural assets, ensuring their enduring relevance while considering environmental, social, and economic factors.

1. BoCCF's Policy Round Table 2024

1.1 Introduction

In this report, policy recommendations from the ReInHerit Policy Recommendation Round Table will be examined to put forward a comprehensive approach toward building sustainable management frameworks for cultural heritage. This is in satisfaction of the objectives of Work Package 7, namely to cultivate avenues for knowledge exchange and dissemination, and an open policy dialogue between museums, heritage sites, policymakers, researchers, communities, and the general audience.

As leader of Work Package 7, the BOCCF brought together five policymakers and experts in their respective fields. Each policymaker was invited to take part owing to their expertise in their respective fields.



The Round Table was led by Dr. Skevi Christodoulou, Project Coordinator for the ReInHerit project, and unfolded as a semi-structured discussion framed through prompts presented by each participant at the beginning of the conference.

Participants were namely:

- **Dr. Andreas Constantinides**, an affiliated senior researcher with the Frederick Research Center and an Associate Professor with the Department of Electrical Engineering, Computer Engineering and Informatics, the director of the MSc in Web and Smart Systems and the director of the Mobile Devices Laboratory (MDL) with the Frederick University. He holds a PhD in Computer Science and Engineering from University of Essex, UK. His research work focuses on Mobile Computing, Web and Smart Systems (IoT), Computer Networks, as well as Multi-Objective Optimization using

Artificial Intelligence with specialization in Evolutionary Computation. His work is published in more than 50 esteemed academic journals and international conference proceedings and he served as a referee for several scientific journals as well as a committee member on various international conferences.

- **Dr. Ioanna Hadjicosti**, Director of the Contemporary Culture Department of the Deputy Ministry of Culture of the Republic of Cyprus since November 2023. She graduated from the Aristotle University of Thessaloniki, Greece, with a BA in Greek Philology and a specialization in Classics. She studied with the Scholarship of the Institute of National Scholarships of Greece (I.K.Y.). She then pursued her studies in Classics at University College London (UCL) where she was first awarded the MA in Classics, followed by the PhD for her thesis with the title *Aischylos and the Trojan Cycle: The Lost Tragedies*. Her research is multidisciplinary combining literature, theatre studies, archaeology and history and her research interests mainly include ancient drama and epic poetry. From 2007 to 2016 she has been working at the Bank of Cyprus Cultural Foundation as the Curator of the Collection of Manuscripts and Rare Books. Since November 2016 she served as the Director of the Bank of Cyprus Cultural Foundation, having the responsibility to design and implement the new strategy, organize the yearly program of events and supervise the research programs of the Museums and Collections. She was the coordinator of the programme DIDAKTOR (Post-Doctoral Researchers) RESTART 2016-2020, Research Promotion Foundation: «Aspects of multi- confessionalism and human geography in early modern Cyprus from the Venetians to the Ottomans» (CyChrist) and the coordinator of the programme EXCELLENCE HUBS RESTART 2016-2020, Research Promotion Foundation: «Re-inventing age- old travel paths of the Levant: The example of Cyprus» (ReTraPath). She was until November 2023 the coordinator of the project “Redefining the future of cultural heritage, through a disruptive model of sustainability” funded by the European Union’s Horizon 2020 research and innovation programme under grant agreement No 101004545.
- **Professor Mario Santana Quintero**, contributor in the field of world heritage conservation thanks to his innovative digital documentation methods. He is cross-appointed in the Department of Civil and Environmental Engineering and the Azrieli School of Architecture & Urbanism, both in the Faculty of Engineering and Design at Carleton University. Also, Carleton Immersive Media Studio Lab (CIMS) faculty member. Besides his academic work in Canada, he served as the immediate past Secretary-General of the International Council of Monuments and Sites (ICOMOS), treasurer of ICOMOS Canada, and he is one the Honorary President of the ICOMOS Scientific Committee on Heritage Documentation (CIPA). He has collaborated on several international projects in heritage documentation for The Getty Conservation Institute and UNESCO, among others. In recent years, he was awarded a Doctorate Honoris Causa from the University of Liege (Belgium) and the Association of Preservation Technology College of Fellows membership.
- **Dr. Yiannis Toumazis**, Director of the Bank of Cyprus Cultural Foundation since 2023. He was born in Famagusta, studied Civil Engineering at the National Technical University of Athens, Scenography at the Utrecht School of Fine Arts in the Netherlands and Aesthetics and Theory of Art at the University of Amiens in France, where he completed his Ph.D. thesis. He was a professor of History and Theory of Art at Frederick University; coordinator of the doctoral studies program and he has an extensive written work. From 1994 to 2023 he was the Director of the Nicosia Municipal Arts Center (NiMAC) and the Pierides Foundation. He was the Chairman of the Board of the Cyprus Theatre Organization (THOC) and vice-chairman of the Bi-communal Technical Committee on Cultural Heritage in Cyprus. In 2011, he was awarded the title of Knight of the Order of Arts and Letters by the French Republic for his contribution to culture. In 2020 he was unanimously elected Corresponding Member of the Cyprus Academy of Sciences, Letters and Arts. He has curated a number of museums in Cyprus and Greece, including the award-winning THALASSA Ayia Napa Municipal Museum. He was assigned the curation of the selection and

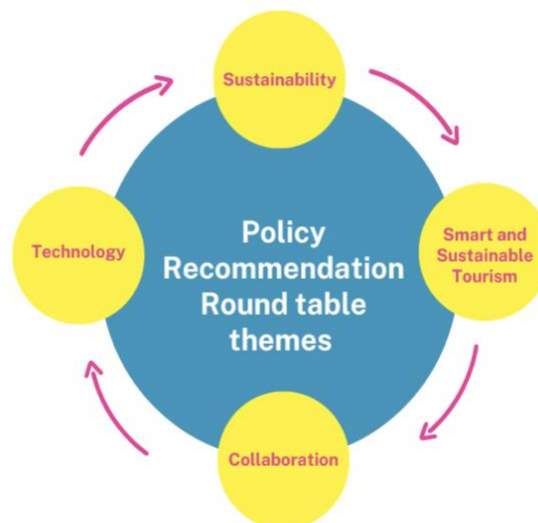
installation of artworks of Cypriot artists in the two new buildings of the Larnaca and Paphos Airports. In 2022, he was appointed the first Deputy Minister of Culture of the Republic of Cyprus.

- **Mr. Manos Vougioukas**, the current Secretary-General of ECTN - European Cultural Tourism Network. ECTN - European Cultural Tourism Network is a non-profit international association, the only pan-European Network that brings together the cultural, heritage, travel and tourism sectors to work together for sustainable cultural tourism development and promotion. He has established, managed, and coordinated 12 EU co-funded projects on sustainable and cultural tourism during the past 25 years. He is the main author of the ECTN 'Charter for Sustainable Cultural Tourism'. He served as a member of the Stakeholders Committee for European Year of Cultural Heritage 2018, selected by the European Commission DG EAC. He holds BSc and MSc degrees and a Diploma in Economics. He has worked in consultancy in several countries. He has served as an evaluator for the EU Cohesion Fund, External service and Interreg programmes. He is a member of the Tourism Society, Europa Nostra, Interpret Europe, Europeana Network, as well as a Fellow of the Institute of Travel and Tourism.

The purpose of BOCCF's Round Table was to propose ideas and recommendations on collaboration, innovation, technology use, and other dimensions of maintaining sustainable practices within the Cultural Heritage sector. The main themes of the discussion are summarized succinctly through 'Figure 1' as seen below.

1.2 Topics of Discussion at the Round Table

Figure 1: Policy Recommendations Roundtable Themes



Note: The theme 'technology', as portrayed in Figure 1, includes the following subthemes: 1) 'User Engagement and Interaction' and 2) 'Innovation and Digital Transformation'.

The Round Table discussion at BoCCF centered around the thematic axis 'Using smart tourism potential to empower collaboration in the Cultural Heritage sector and accelerate innovation'. Within this, the following topics were explicated:

- **Smart and Sustainable Tourism:** The intersection of smart and sustainable tourism practices with museum and heritage sites was explored, pondering innovative solutions that benefit visitors, stakeholders, and the environment.
- **Collaboration:** The topic of collaboration between museum professionals, heritage site managers, and IT experts was raised as a multidisciplinary approach essential for developing holistic solutions that address various aspects of heritage management and visitors' engagement.
- **User Engagement and Interaction:** Smart tourism practices and tools were cited as ways to enhance user engagement and interaction. These can include technologies like augmented reality, virtual reality, interactive displays, and mobile apps to provide an immersive and educational experience for visitors.
- **Innovation and Digital Transformation:** This topic pertained to the use of digital tools and resources deemed as transformative in the context of heritage management practices, making them more efficient, sustainable, and inclusive.
- **Sustainability:** The final topic of discussion was a broader commitment to preserving cultural heritage while adopting environmentally friendly practices. This commitment contributes to the overall goal of achieving a balance between economic growth, environmental concerns, and social well-being.

Following the discussion, minutes were drawn, and through them, the BoCCF outlined three central policy recommendations for a sustainable CH management model.

1.3 Policy Recommendations Emerging from the Round Table

- **Policy Recommendation 1: Collaboration must be approached as a practice that fosters sustainability in the Cultural Heritage Sector**

Fostering collaboration between CH professionals and professionals from other sectors — particularly that of Smart Tourism — was an essential pillar of the discussion at BOCCF, raised during the online Round Table discussion by Dr Ioanna Hadjicosti. Highlighting concerns regarding target audiences, engagement levels, and the sustainability of smart tourism applications, Dr Hadjicosti emphasized the importance of cultivating mutual understanding among stakeholders from the technology, tourism, and Cultural Heritage sectors. Thus, she stressed the necessity of establishing common ground, shared language, and collaborative strategies in dealing with highly complex contemporary issues that require multi-dimensional response strategies.

- **Policy Recommendation 2: Smart Tourism initiatives have the potential to cultivate innovation & sustainability in the CH sector**

Utilizing the potential of Smart Tourism practices to drive innovation within the Cultural Heritage sector was another recommendation emerging from the Round Table discussion. Specifically, Mr Manos Vougioukas underlined the importance of facilitating collaborations between the tourism and cultural heritage sectors, emergent, for instance, in the context of the European Commission's Smart Tourism Capitals and the

UNWTO's (also known as UN Tourism) smart destinations initiative. Successful collaboration among policymakers in these fields is pivotal not only to enhance operational efficiency but also to ensure the sustainability of future initiatives. These collaborations enable the pooling of resources, expertise, and insights from diverse stakeholders, including government entities, heritage organizations, academia, and the private sector. Through collective action, policymakers can leverage smart tourism initiatives to enhance visitor experiences, optimize resource management, and promote sustainable tourism practices. Moreover, collaborative efforts facilitate the exchange of best practices, innovative ideas, and technological advancements, driving continuous improvement and adaptation within the sector. Ultimately, by embracing collaboration, policymakers can unlock the full potential of Cultural Heritage assets, foster resilience, and propel the sector towards a more vibrant and sustainable future.

- **Policy Recommendation 3: The applications of technology in CH spaces must be investigated further as an urgently emergent dimension of modern CH practice**

Another critical component in the evolution of museums and cultural institutions worldwide, as identified, is the use of Technology in Cultural Heritage spaces. Specifically, innovation, digital transformation, user engagement, and interaction are essential for the growth of the Cultural Heritage sector. This includes situated practices of smart tourism, including augmented reality, virtual reality, and interactive displays, which offer tremendous opportunities for museums to enrich visitor experiences, preserve cultural heritage, and engage with diverse audiences in meaningful ways.

At the Policy Recommendation Round Table, an extensive part of the discussion revolves around ways in which technology can serve as a powerful tool for fostering inclusivity, incorporated into actions as a means of dismantling barriers and providing avenues for diverse individuals to engage meaningfully with the heritage sector. Through features like audio descriptions, captioning, and tactile exhibits, museums and cultural heritage sites can enhance accessibility for visitors with disabilities or sensory impairments, ensuring everyone can partake in the cultural experience. Specifically, Dr Andreas Constantinides argued that the younger generation's demand for technology in cultural heritage sites and its role in accessibility. Furthermore, by embracing digital tools and resources to transform heritage management practices, CH organizations can create more equitable and engaging cultural experiences while also empowering diverse communities to actively participate in the preservation and celebration of their heritage.

Technology also enables the seamless integration of ancestral intelligence and artificial intelligence. Dr Yiannis Toumazis emphasized the synergy between artificial intelligence (AI) and ancestral intelligence that holds tremendous potential for cultural preservation, enhanced learning, innovation, community empowerment, and ethical development. By integrating AI technologies with ancestral knowledge and traditions, we can effectively preserve and document cultural heritage and uncover new insights into historical events and customs. This union of old and new not only enriches our understanding of the past but also inspires innovation and creativity in various fields. By empowering communities to reclaim and celebrate their cultural identity through AI-powered platforms, we promote cross-cultural dialogue and economic opportunities. This synergy can drive ethical and sustainable development by incorporating traditional ecological knowledge and indigenous wisdom into AI systems, ensuring environmental stewardship, social equity, and cultural diversity.

In addition to the above, participants emphasized the need for a pragmatic approach towards technology integration that accounts for the capabilities and well-being of staff and service providers in this sector. Dr Mario Santana Quintero highlighted the significance of upgrading museum experiences over time, particularly through temporary exhibits that reason with the use of technology. He recognised the need for a data management plan when implementing technology and stressed that rigor is needed on behalf of

museum professionals in adopting new technologies. This approach emphasizes the importance of careful consideration and planning when integrating technology into Cultural Heritage spaces. While technology can enhance museum experiences, its implementation requires significant resources, including financial investment, technical expertise, and staff training. Moreover, the rapid pace of technological advancement means that museums must navigate complex decisions regarding which technologies to adopt and how to integrate them seamlessly into existing exhibits and infrastructure. In the absence of a well-defined data management plan, there are risks of data loss, security breaches, and technical malfunctions that could compromise the integrity of cultural heritage assets. In addition, Dr. Constantinides underscored the multifaceted challenges inherent in technology acceptance, emphasizing the nuanced nature of audience engagement; tailoring technological innovations to suit diverse audiences involves considering factors such as accessibility, cultural background, and technological literacy, ensuring that digital experiences resonate with a broad spectrum of visitors. Overall, while technology offers exciting opportunities for innovation and engagement in the Cultural Heritage sector, a pragmatic approach is essential to navigate the complexities and challenges associated with its implementation. Museum professionals must carefully weigh the benefits and risks of integrating technology, prioritizing the preservation of cultural authenticity in order to ensure that technological initiatives align with the overarching mission of cultural heritage preservation and education.

2. Blue Shield’s conference “Cultural Heritage, Innovation and Sustainable Development: the contribution of ReInHerit”

At the end of the ReInHerit project, whilst taking stock of the project’s philosophy, methodology, tools and pilot cases, an international conference was organized by the Hellenic Committee of Blue Shield (PA10) in order to: a) communicate the project’s tangible results to internal and external stakeholders, b) initiate an informed dialogue amongst academics, practitioners, policymakers and the general audience, and c) reflect on the findings of ReInHerit to make policy recommendations to Europe and beyond.

In this report, we refer to policy recommendations made by our Consortium Partner to complement, cross-reference, and fortify the recommendations made during the Round Table discussion at BoCCF. The following constitutes a compilation of what was presented during the conference, generously annotated and provided by Assistant Professor Antonia Zervaki (Prof. Zervaki’s notes can be viewed in their intact form in Appendix A).

2.1: Participants at Blue Shield’s Conference

Blue Shield’s Scientific Committee

- Elena Korka, Honorary Director General of Antiquities and Cultural Heritage of the Ministry of Culture and Sports, President, HCBS
- Antonia Zervaki, Assistant Professor of International Relations, National and Kapodistrian University of Athens, Secretary, HCBS, Academic Collaborator, Institute of European Integration and Policy - UNESCO Chair on Climate Diplomacy
- Katerina Dimitriadi, PhD Candidate National and Kapodistrian University of Athens, Member, HCBS
- Jaime López, Director, Arte Sostenible
- Irimi Stamatoudi, Professor of Law, University of Nicosia

Conference Organising Committee

- Katerina Dimitriadi, PhD Candidate, National and Kapodistrian University of Athens, Member, HCBS
- Sofia Stavrianopoulou, Archaeologist, Ministry of Culture and Sports, Member, HCBS

Speakers at “Cultural Heritage, Innovation and Sustainable Development: The Contribution of ReInHerit” (2023)

- Elena Korka, Honorary Director General of Antiquities and Cultural Heritage of the Ministry of Culture and Sports, President of the Hellenic Committee of the Blue Shield: Welcome address on behalf of the Hellenic Committee of the Blue Shield.

- Andrea Oratiou (BOCCF): Welcome address on behalf of Bank of Cyprus Cultural Foundation (Lead partner of ReInHerit project); ReThinking Digital and Travelling Exhibitions: The Case of Craftsmanship.
- Irimi Stamatoudi, University of Nicosia: Introduction to the ReInHerit project - A Sustainable Management Plan for Museums and Cultural Heritage Institutions.
- Alexandra Xanthaki, Professor of Laws, Brunel University, UN Special Rapporteur in the field of cultural rights: "Cultural heritage, cultural rights and human development."
- Jaime López, Arte Sostenible: The ReInHerit Handbook on Museums and Heritage Sites Communication and Collaboration; Cultural heritage and environmental sustainability.
- Manos Vougioukas, European Cultural Tourism Network (ECTN): Best Practices Guide; Smart Tourism - Smart Destinations: Cultural Heritage, Digitalisation and Sustainability.
- Nefeli Bantela, Cycladic Museum: The right to accessibility in museums and the ReInHerit project; ReThinking Digital and Travelling Exhibitions: The Case of Craftsmanship.
- Susanne Ådahl, Arcada: Heritage for all – pointers on inclusivity and democratization of cultural heritage.
- Chiara Zuanni, University of Graz: Digital Competences, inclusion, and participation in post-COVID museums.
- Dr Celia Martinez Yanez, ICOMOS International Committee on Cultural Tourism, ICOMOS Board Member: The ICOMOS Charter for Cultural Heritage Tourism 2022: aspirations for a responsible and right based approach to cultural tourism.
- Angela Gerekou, President, Greek National Tourism Organisation.
- Amra Jaganjac, Head of the Tourism Board of the City of Tuzla, ECTN Board member, Bosnia and Herzegovina: Cultural Heritage Management for Sustainable Cultural Tourism at the City of Tuzla.
- Marco Bertini, MICC - Media Integration and Communication Center, University of Study Florence: Sustainability, ethics and information protection strategies in the ReInHerit toolkit.
- Giusy Cardia, Materahub: Cross fertilization between creative and cultural industries and cultural heritage; The support of creative and cultural industries to the green transition.
- Antonia Zervaki, NKUA, Hellenic Committee of the Blue Shield: 1) Cultural heritage and environmental sustainability in an era of intersecting multilateralisms; 2) Cultural security - sustainable development nexus: what role for Reinherit?
- Morien Rees, Interim Chair of the ICOM International Committee on Museums and Sustainable Development: Forests of knowledge. ICOM, and the crises of sustainability.
- Mathew Trinca, Blue Shield Australia: Protecting collections in the age of Sendai: An Australian perspective.
- Peter Stone, President, The Blue Shield: Cultural property: a two-edged sword in relation to peace and conflict.
- Aparna Tandon, ICCROM, Senior Programme Leader, First Aid and Resilience for Cultural Heritage in Times of Crisis Programme: Managing overlapping Disaster and Conflict Risks to Heritage.
- Višnja Kisić, EUROPA NOSTRA, Member of the Advisory Panel 7 MOST ENDANGERED programme: Practicing transnational solidarity amidst endangerment: insights from the 7 Most Endangered Program.
- Erik Kleijn, Head of Library and Archives Department, Cultural Heritage Agency, The Netherlands: Cultural Property Protection as a curriculum subject for the Military.

2.2 Blue Shield's Recommendations for CH professionals and policymakers: A threefold approach towards sustainability

A central recommendation emerging from the Blue Shield conference is to view sustainability as a critical linchpin in shaping the future direction of cultural policy. At the heart of this discourse lies a fundamental urge for stakeholders to embrace **sustainability through a threefold perspective** encompassing a) **social**, b) **economic**, and c) **environmental** dimensions. As underscored by the Athens conference, museums and cultural institutions stand at the forefront of this paradigm shift, tasked with the responsibility of navigating the intricate interplay between these pillars to forge a path toward more resilient and equitable practices. By acknowledging the imperative of economic, environmental and social sustainability, institutions can ensure the prioritization of preserving and promoting cultural heritage assets whilst becoming active stakeholders in today's society.

This forms an important articulation of what constitutes 'sustainable practices' in the context of Cultural Heritage, offering a unifying and consistent framework and vocabulary through which policy recommendations are procured across the entire RelnHerit nexus.

- **CH Sustainability: The Social Dimension**

As outlined during the Athens Conference, an integral dimension of cultivating sustainability within the CH sector pertains to **the dimension of the social**. This considers the wider positioning of the CH sector in society to argue that a comprehensive approach vis a vis culture is needed, combining not only questions of cultural protection but also questions around cultural development and the safeguarding of human rights, in line with UN special rapporteur in the field of cultural rights reports. In short, social sustainability demands a concerted effort to engage diverse communities, foster inclusivity, and cultivate meaningful dialogues around shared heritage narratives

Thus, as suggested, museums should pursue **practices of Social Sustainability** by emphasizing participation, accessibility, and social inclusion in both physical and digital spaces. This involves investing in inclusive digital upskilling initiatives for professionals and audiences, supporting open data and open science, and promoting community-focused and inclusive policies. By fostering trust between cultural heritage professionals and visitors through participatory approaches, museums can renew ways of engagement materially, socially, and symbolically. Embracing diversity in content, museological approaches, accessibility, and management is essential, as is disseminating best practices across different cultural contexts. Museums should also support digitization efforts and collaboration between researchers and museums while encouraging good documentation practices to ensure the preservation and accessibility of cultural heritage for present and future generations.

The BoCCF's recommendations, particularly those pertaining to the induction of Smart Tourism initiatives into Cultural Heritage, must be understood in the context of Social Sustainability, as articulated during the Athens Conference.

- **CH Sustainability: The Economic Dimension**

Another important dimension of CH sustainability involves reasoning with **economic factors**. As was emphasised, the CH sector urgently requires the construction of open innovation ecosystems, the induction of sustainable and smart tourism practices, and the provision of toolkits for Cultural Heritage (CH) managers to bolster resilience against short-term economic shocks as well as other challenges.

To ensure economic sustainability for CH, CH professionals are encouraged to establish a multi-stakeholder economic ecosystem of 'living labs', fostering innovation and collaboration. This network would enhance bottom-up and decentralized approaches for developing sustainable cultural tourism models tailored to local cultural, natural, and social ecosystems as well as promoting openness to new opportunities, including social economy platforms and models. Additionally, a repository of support tools, schemes, and methodologies should be developed, serving as a toolbox to bolster resilience against short-term economic shocks for creative and cultural industry operators. Lastly, promoting smart tourism with a focus on sustainability, accessibility, digitalization, cultural heritage, and creativity is paramount.

The economic dimension of CH practices was also breached during the Round Table discussion at BoCCF, where Dr Toumazis underscored that an economic approach to CH should transcend conventional economic metrics and be equally concerned with the cultural and emotional dimensions inherent in this sector. Dr. Toumazis' argument appropriately converses with a view of Blue Shield's policy recommendations, where Economic Sustainability is treated as **one of several** dimensions of CH Sustainable Practices.

- **CH Sustainability: The Environmental Dimension**

As articulated during the Athens Conference, the domain of **environmental sustainability** in the CH sector is another aspect requiring urgent attention from CH professionals. This posits that the CH sector should directly take stock of the relationship between CH and the environment, promoting environmentally friendly management practices while leveraging diverse financing sources for relevant projects. Once again, this necessitates adopting complex approaches to navigating complex dynamics, eschewing singular narratives in favor of more holistic and inclusive management models.

Thus, museums and sites should align conservation efforts with broader sustainability goals to adopt a more resilient and ecologically conscious approach to heritage management. This involves developing comprehensive environmental protocols covering all aspects of operation, including energy use, waste management, water management, and transportation, and implementing green business models and risk management strategies. These protocols should be informed by key frameworks such as the UNESCO Declaration of Ethical Principles in relation to Climate Change, the UN Sendai Framework for Disaster Risk Reduction 2015-2030, the ICOMOS European Cultural Heritage Green Paper, the ICOM Framework Sustainability Action Plan (2022-2030), the ICOM Code of Ethics, and the ICBS Strasbourg Charter. Additionally, there should be a focus on driving short-term action while scaling up ambitions in line with Sustainable Development Goals (SDGs). Investment in training and knowledge development for management professionals of museums and sites is essential to foster a culture of sustainable practices in this domain. Introducing green circle training on sustainable skills can encourage cultural professionals to implement the EU Green Deal effectively while integrating cross-cutting environmental sustainability policies to ensure a holistic and cohesive approach towards sustainable heritage management.

As this subject was not thoroughly disseminated during the BoCCF Round Table discussion, Blue Shield's discussion of the environmental dimensions of CH sustainability practices forms a necessary addendum to the policy recommendations made in this report.

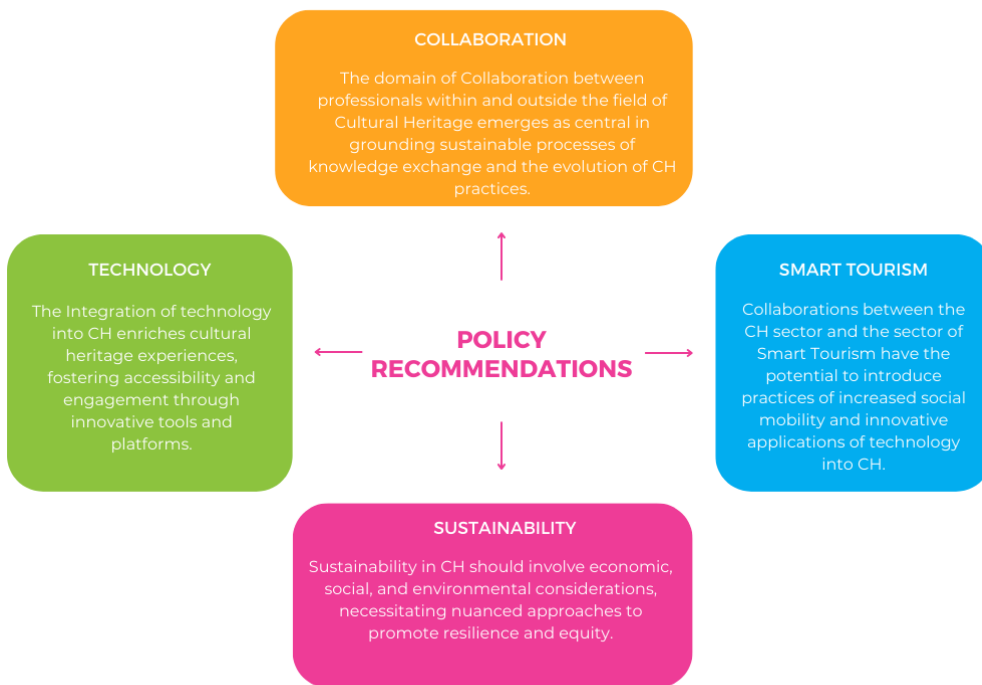
3. REPORT SUMMARY

This report has disseminated policy recommendations from the RelnHerit Consortium for cultivating sustainability in the Cultural Heritage sectors. For clarity, these are summarized in the diagram below (Figure 2).

In the first section of the report, the Round Table discussion organized by the BoCCF (PA1) was disseminated, with specific reference to the attendees and the recommendations they each put forward.

In the second half of the report, the Athens Conference organized by Blue Shield (PA10) was analyzed using notes collated by Blue Shield’s Assistant Professor Antonia Zervaki. This allowed for the contextualisation of BoCCF’s recommendations amongst larger discussions of Sustainability occurring within the Consortium and for additional recommendations to be put forward complementing those from the BoCCF.

Figure 2: Policy Recommendations emerging from the RelnHerit Consortium



Appendices

Appendix A: International conference “Cultural heritage, innovation and sustainable development: the contribution of Reinherit”, Athens 27 November 2023; ‘Policy Recommendations’, edited by NKUA Assistant Professor Antonia Zervaki, Hellenic Committee of the Blue Shield.

The aim of the Reinherit project is to launch an innovative model of sustainable heritage management (SHM), through the establishment of a dynamic network comprised of cultural heritage professionals, innovation and cultural heritage solution tech experts, researchers, national museums, regional and local museums, representative managers of Heritage Label sites and the general public. Reinherit’s SHM methodology is based on using ICTs following a bottom up approach, based on co-creation and cooperative learning.

Reaching at the end of the project and taking stock of the project’s philosophy, methodology, tools and pilot cases, an international conference with the participation of both external experts and stakeholders and consortium members was organized in order:

- A. To communicate the project’s tangible results,
- B. To initiate an informed dialogue among academia, practitioners, policymakers and the general audience,
- C. To reflect on the policy propensities of the project’s outcomes in Europe and beyond.

The following policy recommendations constitute a compilation of the recommendations, reflections and proposals presented during the conference regarding the cultural heritage and innovation nexus in relation to the multiple dimensions of sustainable development envisaged in the UN Sustainable Development Agenda and the European Commission’s report on the cultural dimension of sustainable development, in view of the ongoing debate concerning the role of culture in the post 2030 Agenda on sustainable development.

The social sustainability dimension and the cultural heritage – innovation nexus

- The role of culture in sustainable development goals and strategies should be further enhanced. Integration of culture as a stand-alone goal in its own right in the development agenda beyond 2030 should be further pursued.
- A comprehensive approach vis a vis culture is needed, combining not only cultural protection per se but also cultural development, human rights and especially cultural rights protection.

In this context Sustainable Heritage Management of Museums and sites

- can only be achieved by ensuring participation, accessibility and social inclusion in their physical and digital spaces through:
 - Investing in inclusive digital upskilling initiatives both for professionals and the audience,
 - Support open data and open science,

- Promoting community-focused and inclusive museum policies, building on a democratized approach based on fostering trust between cultural heritage professionals and visitors,
- Investing in grassroots actions that may renew ways of being in the museum materially, socially and symbolically,
- Engaging diversity both in content, museological approaches, accessibility and management,
- Dissemination of good practices in the domains of Museums and Heritage Sites Management as well as Cultural Tourism in order to be adapted in different cultural contexts,
- Support digitization work (as per EU Digital Heritage Strategy and RRI fund),
- Foster collaboration between researchers in digitization and data standardization and museums (funding for knowledge exchange),
- Encourage good documentation practices.

The economic sustainability dimension and the cultural heritage – innovation nexus

- Establishment of a sustainable-oriented and multi-stakeholder ecosystem for culture and creative industries by creating a network of living labs,
- Enhance bottom-up and decentralized approaches for the development of sustainable cultural tourism models adapted to the local cultural, natural and social ecosystem,
- develop a repository of support tools, schemes and methodologies, a toolbox to ensure that the creative and cultural industry operators can improve resilience to short-term economic shocks,
- Promote smart tourism in the light of sustainability, accessibility, digitalization and cultural heritage and creativity.

In this context Sustainable Heritage Management of Museums and sites entails

- The implementation of strategies for systematic collaboration between creative sector professionals and tech experts for the creation of digital environments for increased community interaction,
- The creation of digital platforms with training methods for cultural heritage professional who will use them. This way, new technologies can also contribute to digital upskilling and reskilling of cultural heritage professionals that will pave the digital turn in cultural heritage management,
- The provision of more efficient, sustainable, and personalized travel experiences through the integration of various technologies within the context of smart tourism,
- Enhancing skills for innovation, digitalization, sustainability, cultural heritage, business management,
- Promoting openness to new opportunities including social economy platforms and models.

The environmental sustainability dimension and the cultural heritage – innovation nexus

- Need to address institutional fragmentation through the introduction of a comprehensive approach that would address the phenomenon of contested multilateralism (forum-shopping by states) and cherry-picking approaches in reporting mechanisms by states,
- Promote inter institutional coordination,
- Enhance synergies between funding mechanisms from both the public and private sector,

- Invest on education (introduction of interdisciplinary curricula considering the regional/local cultural and environmental realities and diversity),
- Develop a participatory culture in sustainable cultural heritage management.

In this context Sustainable Heritage Management of Museums and sites should

- Align conservation efforts with broader sustainability goals towards a more resilient and ecologically conscious heritage management approach,
- Develop environmental protocols for museums and heritage sites (addressing all aspects of operation: energy use, waste management, water management, transportation, green business models, risk management) including:
 - UNESCO Declaration of Ethical Principles in relation to Climate Change
 - UN Sendai Framework for Disaster Risk Reduction 2015-2030
 - ICOMOS European Cultural Heritage Green Paper
 - ICOM Framework Sustainability Action Plan (2022-2030)
 - ICOM Code of Ethics and ICOM Code of Ethics for Natural History Museums
 - ICBS Strasbourg Charter
- Drive short-term action while scaling up ambitions in the long term in line with SDGs,
- Invest in training and knowledge development for management professionals of museum and sites in order to create a culture of sustainable practices in this domain,
- Introduce a green circle training on sustainable skills to encourage cultural professionals implement the EU Green Deal,
- Integrate cross-cutting environmental sustainability policies.

Reinherit, peace, security and sustainability

- Cultural property protection helps to build healthy, peaceful, stable, secure, sustainable communities – the building blocks of peaceful societies and a peaceful world,
- Need to address sources of cultural insecurity through human empowerment,
- Preventive measures and training are crucial towards cultural property protection. Cultural property/heritage can be protected if the value of cultural property protection (CPP) is understood and if the process is started in peacetime,
- Cultural property can be used as a vehicle for understanding, mutual recognition, and peacebuilding,
- Cultural heritage protection must be a full, cross-government/sector responsibility,
- Engage non-state actors, practitioners and experts in developing preventive, training, emergency aid and assessment processes,
- Address inconsistencies regarding data on cultural heritage data,
- Incorporate and adapt ICTs in prevention, training, emergency, assessment and rehabilitation projects,
- Cultural property/heritage must be seen as an integral part of good practice for the uniformed, heritage, and humanitarian sectors.

In this context Sustainable Heritage Management of Museums and sites should

- Contribute to human empowerment by promoting cultural resilience and adaptation processes through,

- The use of digital solutions and technologies that place people first and open-up new opportunities for engaging various audiences with CH in Europe and beyond,
- The implementation of bottom-up approaches based on knowledge produced through co-creation and disseminated through participatory learning,
- Giving special focus on the interaction with stakeholders (including professionals, experts and the general audience),
- Contribute to the development of people-based indicators to measure peace through heritage and
- Take stock of the existing good practices and tools (including ICTs) developed by experts' organizations (e.g. ICCROM, Europa Nostra, Blue Shield, ICOM, ICOMOS):
 - Data and documentation practices
 - Monitoring and assessment
 - Emergency aid
 - Training and awareness activities
- Bridge the gap in cultural emergency experts, practitioners, actors and recipients of the cultural emergency aid,
- Promote a more consistent integration of culture in the sustainable development agenda beyond 2030,
- Export Reinherit methodology in sustaining peace processes (prevention and peace-building).

Appendix B: Report on the post-conference survey results; December 2023 – January 2024; Hellenic Committee of the Blue Shield; Katerina Dimitriadi



The poster features a dark blue background with a white diagonal line. At the top left is the logo of the Hellenic Committee of the Blue Shield, which consists of a blue shield with a white cross inside a circle. The text 'HELLENIC COMMITTEE OF THE BLUE SHIELD' is positioned to the right of the logo. The main title, 'CULTURAL HERITAGE, INNOVATION AND SUSTAINABLE DEVELOPMENT: THE CONTRIBUTION OF REINHERIT', is centered in white, bold, serif font. Below the title, there is a calendar icon and the text 'MONDAY 27 NOVEMBER 2023 09:00 - 19:00'. A location pin icon is followed by 'TITANIA ATHENS HOTEL & ONLINE'. A QR code is enclosed in a pink square frame. To the right, the ReInHerit logo is displayed, featuring a colorful geometric design with yellow, pink, and blue shapes, and the text 'ReInHerit Redefining the Future of Cultural Heritage'. At the bottom left, the European Union flag is shown next to the text 'Horizon 2020 European Union Funding for Research & Innovation'. The background also includes abstract geometric shapes in shades of green, blue, and orange.

HELLENIC COMMITTEE OF
THE BLUE SHIELD

**CULTURAL HERITAGE,
INNOVATION AND
SUSTAINABLE
DEVELOPMENT:
THE CONTRIBUTION OF
REINHERIT**

 **MONDAY**
27 NOVEMBER 2023
09:00 - 19:00

 **TITANIA ATHENS HOTEL
& ONLINE**




ReInHerit
Redefining the Future
of Cultural Heritage

 **Horizon 2020
European Union Funding
for Research & Innovation**

Scope

The aim of this report is to present and assess the results of the post-conference survey that was conducted following the conference “Cultural heritage, innovation and sustainable development: the contribution of ReInHerit”, held in Athens on 27 th November 2023, organised in the framework of the EU Horizon 2020 project ReInHerit: Redefining the Future of Cultural Heritage (<https://www.reinherit.eu/>) by the Hellenic Committee of the Blue Shield. The goal of this survey was to understand how familiar the audience of our conference was with the outputs and the tools offered by the ReInHerit project and to create the conditions for a larger number of people to benefit from them. At the same time, the goal was to draw conclusions on what policies should be implemented to address the challenges CH professionals are facing at an EU level.

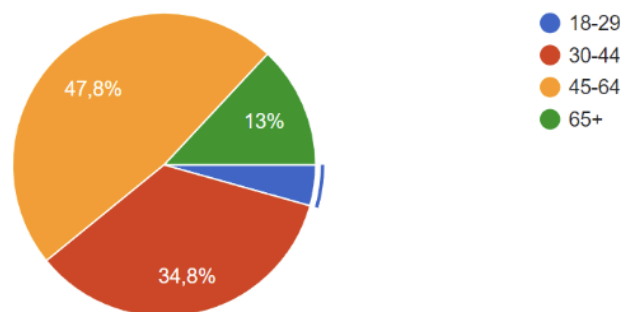
This survey made use of quantitative and qualitative data based on both open-ended and closed-ended, multiple choice questions. It was anonymous and was used to assess and evaluate the ReInHerit project’s added value. The questions were based on the policy recommendations report compiled by Antonia Zervaki, head of the BS team in the ReInHerit project and therefore endeavored to cover the social, economic, environmental sustainability dimensions and the cultural heritage – innovation nexus and the contribution of our project to peace, security and sustainability. Special thanks are also owed to the members of the Scientific Committee of our conference Jaime López, Director of project partner Arte Sostenible, and Antonia Zervaki for their guidance and help to conduct this survey. The results of the survey were also presented in the Final Conference of the project “Concluding the ReInHerit Project: Results and Outcomes Towards a Sustainable Future”, which was organized in Cyprus by the Bank of Cyprus Cultural Foundation, lead partner in the project. In the first part of this report, some important demographic data will be presented and in the second part we are going to present the topics based on which the questionnaire was designed. In the third part, we are going to present some key findings and finally, some conclusions will be drawn in an effort to interpret the results and make recommendations for the legacy of the ReInHerit project. The questionnaire is included in Appendix B(i) and the Data Management Plan in Appendix B(ii).

PART A

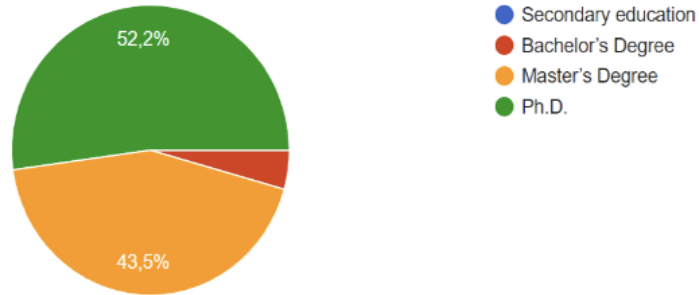
The following charts provide us with some information on our sample, which helped us assess whether our sample of respondents were practitioners with experience and knowledge relevant to the scope of our survey.

DEMOGRAPHICS

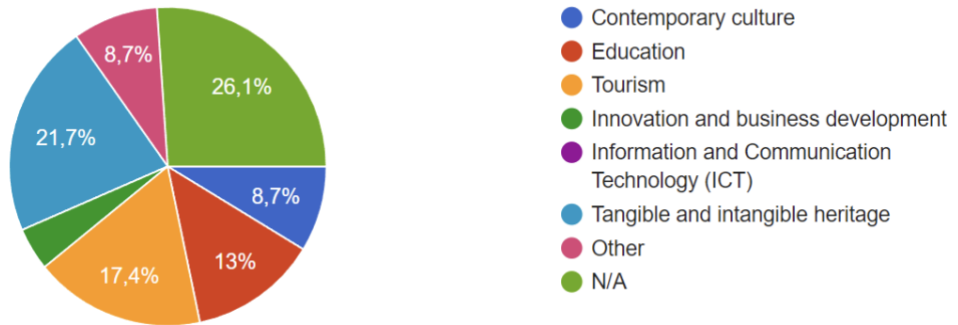
What is your age?



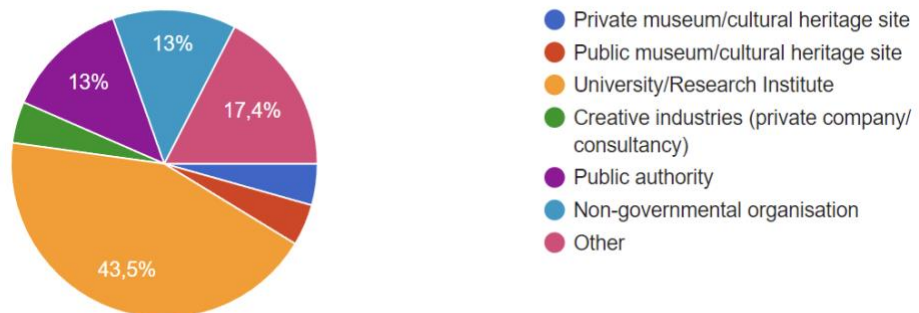
What is the highest level of education that you have completed?



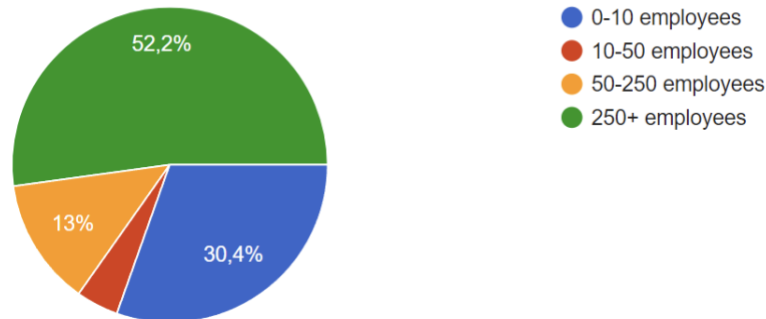
What type of organization are you working in?



If you are working in any other organization, which type of sector is it in?



What size of organisation are you working in?



PART B

Topics of the Survey questions: Social, Economic, Environmental sustainability dimension and the cultural heritage – innovation nexus and peace, security and sustainability.



PART C

Key Findings

This section presents the main findings of our survey and makes some recommendations based on the responses received. To begin with, when asked how their organization addresses the changing needs of cultural heritage management, the vast majority of the respondents (73.9%) selected the option of participation in networks (including government authorities, museums, sites, academic researchers, universities, research institutions, NGO's and the general public). The second trend (47.8%) was by co-creating and engaging with local communities and investing in digital technologies. This proves that

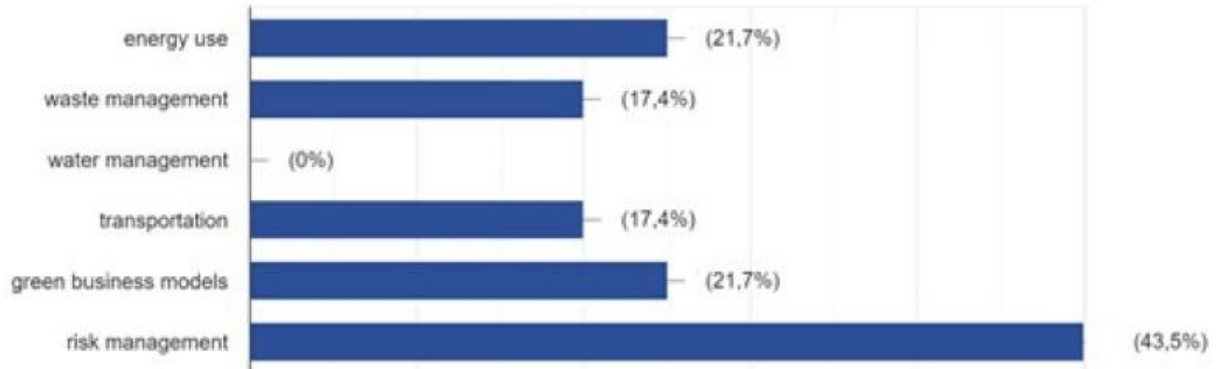
networking and engagement with local communities are key to their organisations efficiency, whereas digital technologies seem to be gaining momentum in this process. Responses in the question related to the initiatives their organization has taken for the digital upskilling of their staff showed that although the majority of the organisations take into account the importance of continuous training and professional development, as well as collaboration with external experts in this, there is still a number of organisations that have no policies in place, which proves that the need for personal and professional growth in the workplace may be underestimated or overlooked and lead to skill gaps, which ultimately hinder productivity and performance of employees. Concerning the policies and procedures for the digitization of their organisations, the responses received manifested that there is a number of organisations where either no such policies and procedures exist, or their staff have no clear picture of them.

Regarding whether there are digital platforms with training methods for cultural heritage professionals that they are currently using, professionals seem not to be well-informed on the options available, whereas it needs to be emphasized that they tend to use mainly platforms that are provided free of charge. Publications, training courses, questionnaires, initiatives and platforms to exchange specialist knowledge, promotional campaigns, websites and social media, focus groups, workshops, conferences, webinars, networking and periodic reviews as well as feedback from the public are all components of the methodology their organisations use to identify and disseminate good practices.

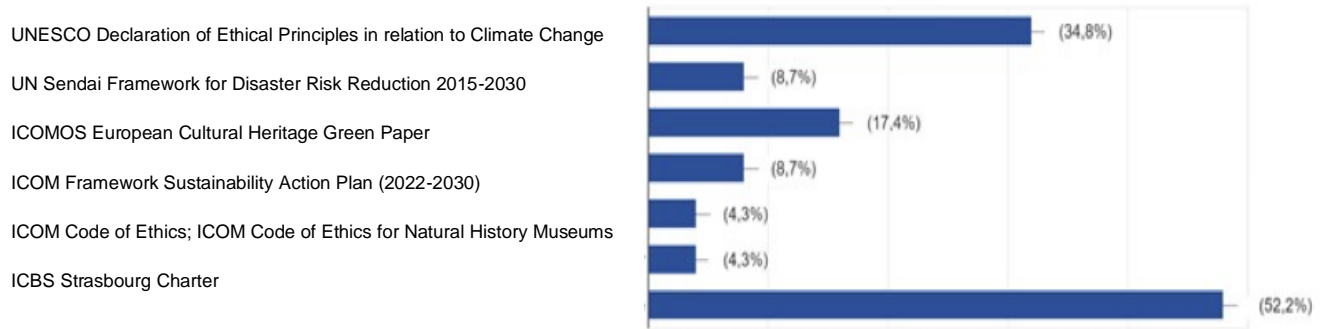
Different stakeholders are involved in their organisations via meetings, seminars, conferences and joint projects, by promoting membership and participation in working groups or committees, via consultations for procedures, agreements and as external experts. Other means include newsletters, press releases, events, press conferences, and finally direct contacts. Several risks that organisations are facing jeopardizing their sustainability were identified, the most important of which are lack of financial and human resources, bureaucracy, lack of prioritization, unfavorable legislation, and policy changes as a result of political shifts. A significant risk factor is related to the continuously evolving need for technological tools in museum spaces, which means that it is difficult for small/medium sized museums to adapt at a sustainable rate, and leads to waste of resources both in terms of equipment which becomes outdated and in financial investment.

In relation to the green transition, organisations seem to be making efforts to be in line with legislative measures and recommendations, trying to develop national programmes and sustainability related to cultural heritage, applying policies of energy efficiency in the buildings (low energy consumption) as well as clean desk policies (minimum use of print paper), recycling, adapting with green meetings approaches and driving the SDGs and climate change initiatives through the work and documentation of NGOs. Respondents also mentioned their involvement in the Climate Heritage Network, in EU-funded projects, the adoption of the ‘Glasgow Declaration; on Climate action in Tourism. As one cultural heritage professional mentioned “the birth” of complex energy projects has been witnessed and over time these have been made more sustainable, however still no particular attention is given to their application in museums. Another interesting point of view is that although the digitization of heritage to enable access for scientific, documentary, educational, and recreational purposes is promoted, it is necessary to continue to prioritize the use of the physical museum as an associative space, limiting activities in the virtual environment. by developing pre- and post-visit activities in virtual environments to enrich visitors’ knowledge. An issue that is of particular interest pertains to the environmental protocols for museums and heritage sites developed. What is made explicit from the graph below is that the emphasis is placed on risk management rather than taking preventive measures to combat threats to the environment.

Have you developed environmental protocols for museums and heritage sites?



The following graphical representation shows responses received concerning the implementation of protocols in the development of an environmentally sustainable management plan.



In order to assess the contribution of the ReInHerit project, we need to take into account the following:

The vast majority of participants in our survey responded that the green policy suggested in the ReInHerit project they find useful and would like to implement is to invest in training and knowledge development for management professionals of museum and sites in order to create a culture of sustainable practices in this domain.

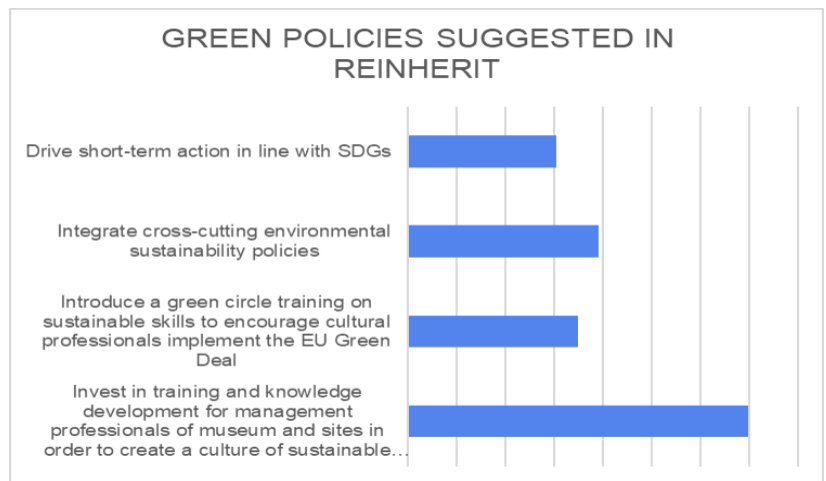


Figure 1 shows that respondents seem to be familiar with the concept of Smart Tourism and its goals and Figure 2 shows that they would like to receive training or updates in the field of smart tourism.

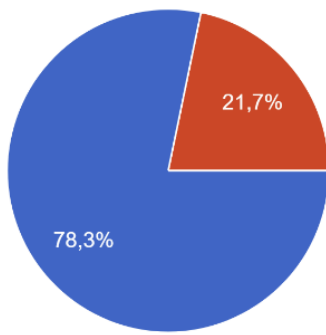


Figure 1

● Yes
● No

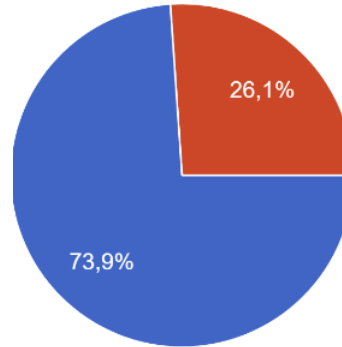


Figure 2

● Yes
● No

Given that respondents use digital tools such as open sessions, seminars and workshops, websites, social networks, free apps, QR codes, Webex, zoom and Teams and that almost 83% (Figure 3) of respondents would like to test the ReInHerit digital tools we can later draw some conclusions regarding the legacy of the project.

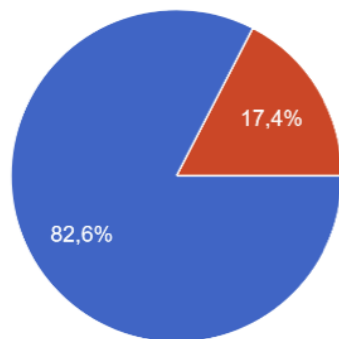
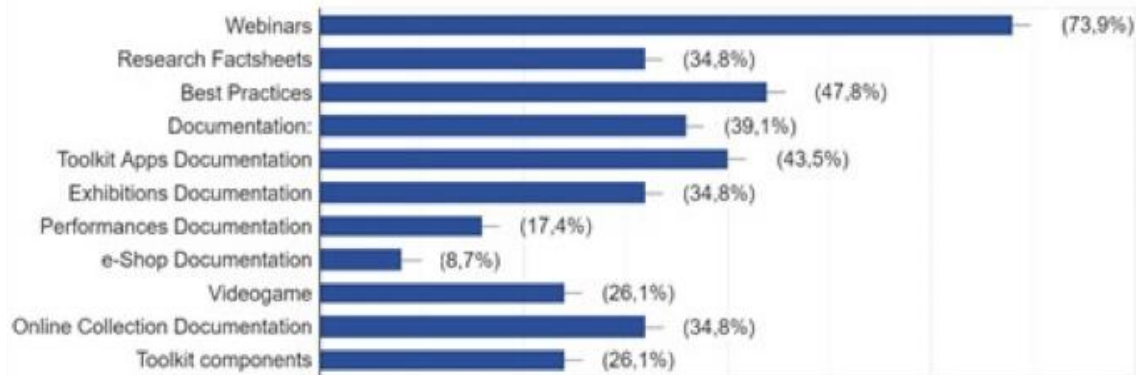


Figure 3

● Yes
● No

Furthermore, participants were asked to select the ReInHerit free digital tools in the Digital Hub that would be useful for their organization. The following graphical representation manifests that webinars were the most selected tool with best practices coming second, and toolkit apps documentation third. In addition, 70% responded that they would like to receive training or attend a webinar for the model of sustainable cultural heritage management proposed by the ReInHerit project and 65% that they would like to be provided with practical guidance for the improvement of collaboration and communication within your organization and beyond.

Select the tools useful for your organization



The initiatives of the ReInHerit project our participants responded that their organisations would find useful are varied with the webinars on the Digital Hub being a top choice, and considered to be very informative, and so are the toolkit and the documentation / factsheets products. Other initiatives are related to SDGs, cultural heritage protection, collaboration and communication, dissemination activities, training events, Smart Tourism, insights on the use of AI applied to cultural heritage and museums and travelling exhibitions. Participants were finally asked what kinds of resources, knowledge, capacity, or skills they would need to develop professionally. The answers received vary, however we can identify some trends, that are the following:

1. Information on the use of AI applied to museums (also for the development of co-participating projects) Management and communication,
2. Project Management,
3. Green Initiatives,
4. Documentation,
5. Digital skills, digitization,
6. Smart Tourism,
7. Storytelling.

The most interesting aspect, however, is the need for digitally aware leaders and a better ability to attract both local and non-local, especially young, audiences. Specifically, it is crucial to develop the ability to use digital technologies to document activities and enhance visitor experience. The integration of digital technologies into the development of strategies to make museums accessible and more inclusive to encourage the museum experience for people with special needs was also highlighted.

Conclusions and recommendations

The results of the survey conducted by the Hellenic Committee of the Blue Shield reveal that the ReInHerit project leaves a significant legacy and contribution with a sustainable CH management model that facilitates and assists the work of cultural heritage professionals who struggle with technological advancements, digitization, and AI in parallel with limitations in terms of funding and human resources. The ReInHerit project's initiatives contribute to a holistic approach in CH management that can equip them with the tools

to address the challenges they are facing. It is evident that the policies to be implemented in the future at an EU level and beyond should cater for the development of capacities, knowledge, and skills that cultural heritage professionals need to develop professionally and by extension future-proof organisations not only against crises but also against long-term transformations.

APPENDIX B(i)

QUESTIONNAIRE

1. How does your organization address the changing needs of Cultural Heritage management? Choose all those that apply to your organization:

- Training of employees,
- Policy adaptation strategies,
- Employing communication strategies,
- Developing an intellectual property strategy,
- Developing environmental and energy strategy,
- Co-create and engage with local communities,
- Setting up evaluation processes,
- Participating in networks (including government authorities, museums, sites, academic researchers, universities, research institutions, NGO's and the general public),
- Investing in digital technologies,
- Implementing codes of conduct.

2. What initiatives has your organization taken for the digital upskilling of your staff?

3. The use of digital solutions and technologies place people first and open-up new opportunities for engaging various audiences with CH in Europe and beyond.

4. Do you support open data and open science? Yes – In what ways?

5. Do you have policies and procedures for digitization? Describe

6. Do you collaborate with researchers to digitize and standardize data?

7. What projects are you implementing now or what projects have you implemented? Describe

8. What documentation practices do you have in place?

9. Do you collaborate with creative sector professionals and tech experts for the creation of digital environments for increased community interaction?

10. What digital environments have you created? Describe

11. Are there digital platforms with training methods for cultural heritage professionals that you are currently using?

12. Does your organization promote community-focused and inclusive museum policies, and how?

13. How do you embrace diversity in your museums / sites?
14. What policies does your organisation have in place for people with special needs?
15. What methodology do you use to identify and disseminate good practices in your organization?
16. What are the monitoring mechanisms your institution has in place?
17. How do you involve different stakeholders in your organization?
18. What are the risks your organization is currently facing?
19. What actions are you taking to prepare your organization for the green transition?
20. Have you developed environmental protocols for museums and heritage sites?
- energy use,
 - waste management,
 - water management,
 - transportation,
 - green business models,
 - risk management
21. Have you implemented any of the following protocols in the development of a environmentally sustainable management plan?
- UNESCO Declaration of Ethical Principles in relation to Climate Change,
 - UN Sendai Framework for Disaster Risk Reduction 2015-2030,
 - ICOMOS European Cultural Heritage Green Paper,
 - ICOM Framework Sustainability Action Plan (2022-2030),
 - ICOM Code of Ethics and ICOM Code of Ethics for Natural History, Museums,
 - ICBS Strasbourg Charter.
22. What green policies suggested in the ReInHerit project do you find useful and would like to implement?
- Drive short-term action in line with SDGs,
 - Invest in training and knowledge development for management, professionals of museum and sites in order to create a culture of sustainable, practices in this domain,
 - Introduce a green circle training on sustainable skills to encourage, cultural professionals implement the EU Green Deal,
 - Integrate cross-cutting environmental sustainability policies.
23. Are you familiar with the concept of Smart Tourism and its goals?
24. Would you like to receive training or updates in the field of smart tourism?

25. Are you familiar with the frameworks of cultural heritage protection, such as national disaster risk reduction or risk assessment?

26. Have you had any training on the protection of cultural heritage?

27. In the ReInHerit project we have developed free digital tools. Do you use digital tools in your organization?

28. What are the digital tools you are currently using?

29. What digital tools do you use to engage audiences?

30. Would you like to test our ReInHerit free digital tools?

31. Select the tools useful for your organization

- Webinars
- Research Factsheets
- Best Practices
- Documentation:
 - Toolkit Apps Documentation
 - Exhibitions Documentation
 - Performances Documentation
 - e-Shop Documentation
 - Videogame
 - Online Collection Documentation
- Toolkit components

32. The ReInHerit project proposes a model of sustainable cultural heritage management. Would you like to receive training or attend a webinar?

33. Would you like to be provided with practical guidance for the improvement of collaboration and communication within your organization and beyond?

34. What initiatives of the ReInHerit project could be relevant to your organization?

35. What kinds of resources, knowledge, capacity, or skills would you need to develop professionally?

APPENDIX B(ii)

Data Management Plan

Personal information relating to age, education, country and role in the organization were requested to gain some basic demographics for our survey and to ensure that our sample of respondents were practitioners with experience and knowledge relevant to the scope of our survey. Participation of respondents in this survey was voluntary and anonymous. Participants were informed how their data would be used. The data collected are stored in the researcher's personal computer and will be stored for retrieval in case they are requested by the Project Leader for one year. No third-party services are used to store the data collected.

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